

The  
Management  
University  
of Africa



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**UNDERGRADUATE UNIVERSITY EXAMINATIONS**

**SCHOOL OF MANAGEMENT AND LEADERSHIP**

**DEGREE OF BACHELOR OF ARTS IN DEVELOPMENT STUDIES/  
BACHELOR OF COMMERCE**

**BDS 318/MGT 323:      QUALITY MANAGEMENT ISSUES IN  
DEVELOPMENT**

**DATE:                      15<sup>TH</sup> DECEMBER 2016**

**DURATION:    2 HOURS**

**MAXIMUM MARKS: 70**

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

**QUESTION ONE:**

**Read the Case Study below carefully and answer the questions that follow:**

The senior management of Family Access medical centre decided to procure and implement a new system that would reduce the cost of operation and improve the value and service of its employees. The new system will have to meet four goals of improved responsiveness to employees, monitor customers' change of preferences, improve flexibility of employees while working and enable monitor the organizations' suppliers. To ensure the system is well implemented and that departments needs are met, the management decided to form a ten individual team which would have a composition of individuals from different departments including human resources, financial systems, quality assurance and information systems.

Prior to installation of the system, a workshop was held with participants from Family Access centre to clarify the objective of the new system. In addition, a detailed training was carried out to various employees in relation to the new system. The outcome of the training indicated a need to have a consultant firm or an individual to lead the implementation of the system. Consequently the senior management approached Shem software firm which is known to be specialist in IT systems and the deal what closed. The system was successfully implemented and the earlier reported problems from Family Access centre were able to be solved. Currently the centre is reporting higher profit than before.

**Required:**

- a) Identify challenges which Family were experiencing prior to system installation  
(5 Marks)
- b) Explain any five benefits that senior management were able to realize after implementing the new system  
(10 Marks)
- c) Discuss five principles of quality management that the new system was able to address  
(10 Marks)

### QUESTION TWO

- a) Explain the three requirements for a typical environmental policy (3 Marks)
- b) Discuss any six statistical quality control tools that can be used in an organization (12 Marks)

### QUESTION THREE

- a) Explain the four roles of each of the following in ensuring quality in an organization (8 Marks)
  - i) Media
  - ii) Customers
- b) Explain the following terms:
  - i) Product liability (3 Marks)
  - ii) Legal defect (2 Marks)
  - iii) Duty of care (2 Marks)

### QUESTION FOUR

- a) What are entailed in the four absolutes of quality according to Phillip B. Crosby? (8 Marks)
- b) Define the term quality and explain any four quality differences between goods and services produced by an organization (7 Marks)

### QUESTION FIVE

- a) Discuss five contributions of Kaoru Ishikawa to the Japanese quality evolvement (10 Marks)
- b) Identify any five ways in which a company can use to obtain reliable information customer perception of their products and services (5 Marks)

### QUESTION SIX

Explain how a University known to you can benefit from applying any eight principles of Total Quality Management (15 Marks)

